

Concordia University  
Faculty Council of the John Molson School of Business  
Minutes of the meeting held Friday, February 8, 2008

**JMSB-2008-01M**

**Present:** S. Sharma (Chair)  
A. Ahmad (Fina.), A. Argheyd (Mana.), B. Barbieri (Mktg.), S. Betton (Fina.), S. Chauhan (DS&MIS), A.M. Croteau (DS&MIS), K. Diaz (CASA), C. Draimin (Acco.), J-M. Edwards (Lib.), V. Esposito (CASA), M. Farashahi (Mana.), A. Fagnoli (Reg.), G. Fisher (Econ.), J. Freed (Fina.), K. Gheyara (Acco.), Z. Gidengil (Mktg.), A. Gold (CASA), S. Goyal (DS&MIS), A. Hochstein (Assoc. Dean), G. Kanaan (Assoc. Dean), D. Kira (DS&MIS), K. Lamertz (Mana.), C. Lavergne (CGSA), S. Nelson (Staff), E. Pelsise (CASA), D. Peltier-Rivest (Acco.), I. Rakita (Fina.), J. Redler (CASA), K. Saliba (CGSA), L. Shanker (Fina.), M. Sharma (DS&MIS), L. Switzer (Assoc. Dean), U. Wassmer (Mana.)

**Absent with Regret:** J. Ahmad (Econ.), T. Basith (CASA), D. Cameron (Mana.), M. Di Grappa (Pres.), L. Katsanis (Mktg.), A. Krzyzak (Comp.Sci.), G. Lao (CASA), J. Longo (Staff), F. Nebebe (DS&MIS), P. Pietromonaco (Facil.)

**Guests:** V. Bowker (SGS), C. Law (Grad.Adm.), C. Noyes (Comm.),

- I Call to Order  
The meeting was called to order at 09:30.
- II Closed Meeting
- III Open Meeting
- IV Approval of Agenda – JMSB-2008-01A  
On a motion duly seconded (M. Sharma, S. Goyal) the agenda was approved.
- V Approval of the Minutes – JMSB-2007- 09M  
On a motion duly seconded (M. Sharma, V. Esposito) the minutes of the meeting held December 7, 2007 were approved with the following revision: p. 4, item XVII, second line, insert after 2007: in support of charity on behalf of ... .
- VI Chair's Report and Question Period  
S. Sharma announced that, after five months of examining the viability of the programs, admissions to the Aviation MBA and Global Aviation MBA programs have been terminated. He explained that consultation with aviation industry contacts resulted in a lack of commitment to send students to the programs. Strong efforts will now be made to engage these stakeholders and identify their needs for non-credit certificate programs to be offered by JMSB's Aviation Management Institute.
- VII Business Arising from Previous Meeting
  - i) Amendments to the Procedural Guidelines for Advisory Search Committees for JMSB Graduate Program Directors – (amendment 3) JMSB-2007-09A-01, JMSB-2008-01A-01  
On a motion duly seconded (L. Switzer, S. Betton) the revised third amendment to the Procedural Guidelines for Advisory Search Committees for Graduate Program Directors in JMSB was unanimously approved.

- VIII Elections - An election slate will be presented at the March meeting of Faculty Council.
- IX Report: Research and Program Evaluation - JMSB-2008-01A-02  
L. Switzer highlighted the report. It was noted that undergraduate and graduate curriculum revisions were expected to be presented at the March meeting of Faculty Council.
- X Report: Administrative Affairs and Human Resources - There was no report.
- XI Standing Report on the status of the new JMSB building - There was no report.
- XII CGSA Report  
K. Saliba reported recent graduate student successes: the December graduation celebration, the first-time participation in the MBA games, the International MBA Case Competition for which the CGSA raised \$7,000, and the Chinese New Year Celebration scheduled February 8<sup>th</sup> that attracted a crowd of 325 students, faculty and staff.  
  
C. Lavergne reported that a joint CGSA-CASA Sustainable Business Group was being organized, French Coach advanced workshops were being offered, the Women Business Mentorship Program was looking for mentors and guest speakers, and, in preparation for the March CGSA elections, a "Get Involved day" was being planned.
- XIII Staff Report  
S. Nelson encouraged participation in the annual Colors of Concordia Tour de l'Île scheduled on June 1, 2008. Interested parties should contact S. Nelson or R. Senecal.
- XIV Report: Masters and Diploma Programs  
With regard to private programs, A. Hochstein reported that the EMBA program was expected to show a surplus this year and the staff was working with an external consultant to develop a strategy for addressing the competition from the McGill-HEC Executive MBA program. In addition, he advised that a review of the curriculum was underway. He reported that I. Dostaler, EMBA Director, had notified the Dean that she would not resume the position in June 2008 after her sabbatical. A Search Committee for a new director will be struck in the near future. He reported that IMBA would show the highest surplus yet this year, and that negotiations were ongoing for a partnership with Ryerson to increase the disappointing enrolment in Toronto. As to the discontinuance of the AMBA and GAMBA programs, he reported that contacts in the aviation industry were being informed that the Aviation Management Institute would deliver specialized non-credit aviation courses.  
  
With regard to public programs, A. Hochstein reported the success of the annual reception for the students of the Diploma in Chartered Accountancy. Enrolment in the CA program continues to increase. He advised that the CMA program had undergone major curriculum revisions to permit CMA students direct entry to the MBA Program, and preparation for CMA accreditation was ongoing. A Search Committee for the directors of both the CA and CMA programs will soon be struck.

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A. Hochstein reported an increase in winter MBA admissions.	Average GMAT	Average GPA
W2006 – 29	609	3.4
W2007 – 37	600	3.4
W2008 – 52	616	3.4

Council members were informed that MBA curriculum revisions, including the addition of a Business Ethics course to the core, would be presented at the March meeting of Council. Lastly, he advised that preparation for the launch of the Graduate Diploma in Business Administration in September 2009 was underway.

- XV Report: Undergraduate Programs, Academic and Student Affairs – JMSB-2008-01A-03  
The report was received. G. Kanaan highlighted the report noting that the decrease in winter 2008 enrolment may be attributable to a slight increase in standards for admission to the B. Administration and the initiation of January admissions at McGill University. In response to concerns expressed related to increased enrolments in September 2008 and the school's limited resources, Dean Sharma advised that steps would be taken to ensure JMSB students have a good educational experience.

G. Kanaan reviewed the online evaluation progress report emphasizing the importance of faculty members taking an active role in encouraging student participation. A discussion ensued regarding ways to increase student participation. Suggestions included blocking student access to the portal or withholding grades until evaluations were completed, offering incentives to students, such as, one tuition-free course or offering bonus marks in a course, and informing students about the relevance of their feedback for contract renewal, tenure and merit exercises as well as curriculum revision. It was generally agreed that restrictive measures would result in largely negative feedback. An objection was noted regarding scheduling evaluations after the mid-term exam and the validity of the use of anonymous feedback for decision-making was questioned. Council members were urged to send any additional comments regarding improvement of the online evaluation process to G. Kanaan who was in ongoing discussions with the Vice-Provost's Office.

### XVI Reports from School Representatives on University Committees

- ii) Arts and Science Faculty Council  
M. Sharma reported that the Arts and Science Faculty Council schedule conflicted with the JMSB Faculty Council meeting. An election of a JMSB representative, who is not a member of Council, will take place at the March meeting of Council.
- iv) Senate Academic Programs Committee  
B. Barbieri reported that at the last meeting curriculum revisions were approved including JMSB submissions, the TOEFL admission score was raised from 75 to 80, a Task Force to review the deferral process was struck, and, after discussion of a proposed change in GPA calculation, the current GPA calculation method was confirmed.
- v) Senate Research Committee  
L. Switzer reported that the committee continued to work on the development of a university strategic research plan and the identification of interdisciplinary themes

for future research studies and funding opportunities such as the CFI and a recent initiative offered by Hydro Quebec.

- ix) Council of the School of Graduate Studies  
L. Switzer reported that a report on the governance structure of the School of Graduate Studies was discussed in preparation for presentation to Senate.

There were no reports from the JMSB representatives of the following committees:

- i) University Senate
- iii) Senate Academic Planning and Priorities
- vi) University Library Committee
- vii) Undergraduate Scholarships and Awards Sub-committee
- viii) Board of Governors

## **XVII CASA Report**

V. Esposito reported on the success of recent competitions: Commerce Games 2007 where JMSB students earned 3 gold, 2 silver and 2 bronze medals, the Enterprize Business Plan Competition, and the Undergraduate National Business School (UNCC) Case Competition. He reported that upcoming events included The Marketing Case Competition, the Financial Open, the University of South California Competition, Happening Marketing, the CASA election campaign scheduled March 3 – 5, the Roundtable Conference scheduled March 6 – 9, the annual CASA fashion show scheduled March 13, the Sustainable Business Conference scheduled March 14, and the business banquet scheduled in early April.

A. Gold reported that CASA students will raise funds for homeless by participating in the Five Days for the Homeless project that involves students from eight universities across Canada. In mid-March students will spend five nights living on De Maisonneuve Blvd. in front the GM building to collect donations. They will follow their normal class schedules and rely on passers-by for food. M. Sharma has agreed to spend one night with the students. Faculty members interested in participating were invited to contact A. Gold or J. Redler. Lastly, he advised that CASA plans to make a bid to host the 2010 Commerce Games in the new JMSB Building and he congratulated JMSB competition coaches, T. Field and M. Haber, on their consistent successes.

## **XVIII New Business**

- i) Dean's Awards – JMSB-2008-01A-04, JMSB-2008-01A-05, JMSB-2008-01A-06 R  
The proposals for the Dean's Award for Teaching Excellence, The Dean's Award for Distinguished Scholarship, and the Dean's Staff Recognition Awards were received. During the ensuing discussion the following comments were noted: support letters for the teaching awards should be from external referees as well as internal supporters; all three awards should be consistent in calling for nominations or applications and having internal or external Chairs; external Chairs reduce perceptions of bias; the weighting for teaching and leadership should be clarified; following SSHRC guidelines, awards winners should be eligible for an additional award after six years, rather than 4 years; although nominators can prepare the dossiers, normally nominees would be responsible for dossier preparation.

Dean Sharma advised that these comments would be taken into account for the announcement and implementation of the awards. Elections for the Selection Committees will take place at the March meeting of Council.

- ii) Report of the Working Group on University Governance (US-2008-1-D8) – JMSB-2008-01A-07 -for discussion and feedback to the Office of the Provost no later than February 20, 2008 [debra.brindamour@concordia.ca](mailto:debra.brindamour@concordia.ca)

The Report of the Working Group on University Governance was discussed. A number of items in the report encountered reservations of various Council members.

With regard to issue #5 that recommends that the total number of board members be between 12 and 20 and the exclusion of observers, one member expressed concern that the reduction from 40 members to 12 – 20 would result in a number of constituencies, including faculty and students, losing the opportunity to participate. With regard to issue #6 that states that the government has the right to appoint up to eight board members, a Council member raised an objection to the possibility of the constitution of a fifteen-member Board that may include eight government representatives; this would give de facto majority control of the government on the board. The process for the appointment of government representatives was also questioned. With regard to issue #7 that recommends that independent directors be given three-year mandates with the possibility of two renewals, one Council member recommended that one renewal be permitted rather than two to ensure ongoing rejuvenation of the membership. With regard to issue #8 that recommends the creation of three committees, Audit Committee, Governance and Ethics Committee and Human Resources Committee, composed by independent members, there was an expression of dismay and objection to an insinuation that independent members were more competent than internal members to report and make proposals to the Board. With regard to issue #12 that recommends extensive transparency and accountability, it was pointed out that the recommendation to exclude observers was contradictory to openness. The need for sufficient checks and balances, such as a stronger role for Senate, was underscored as was the need for a mechanism to evaluate the performance of the administrative bodies of the university. Members of Council were encouraged to record their individual concerns with the Office of the Provost.

XIX Other Business

XX Adjournment

On a motion duly seconded (M. Sharma, A.-M. Croteau) the meeting was adjourned at 11:40

XXI Next meeting

The next regular meeting of the JMSB Faculty Council will take place on Friday, March 7, 2008 at 09:30 in room GM302.

